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INTERVIEWS WITH MUSEUM EXPERTS:

环球博物馆专家访谈(二)

未来博物馆计划：未来博物馆是什么样子的？

1: 未来博物馆会是年轻学习者的课堂

查瑞萨 露丝，纽约市博物馆教育家，/
Charissa Ruth - Freelance Museum Educator,
New York City

Schools located in museums are just one way museums will continue to be relevant and important in the future. Over the last few decades the role of education in the museum field has grown at a momentous rate and most museums now have an education department that provides a range of programs for visitors. There has also been an increasing amount of research about the development that occurs in the first five years of human life. Many museums are building off that research and offering more opportunities and services to encourage families with young children to explore and enjoy museums.

"Not only do museums provide an ideal place for learning but they also have the potential to create a vast community of museum advocates, people who will use and support museums all their life"

One of these opportunities is the creation of preschools and nursery schools located in or as part of museums. The museum preschool or nursery school is a home to a synthesis of early childhood and museum education theory and practices. This kind of singular experience helps foster a deep love of learning in the children who come through these programs, fostering lifelong learners. These children are also given the very fundamental building blocks to become aware members of the local and global

community in which they belong. These institutions also represent the opportunity for greater participation of families and the community as a whole.

The students see themselves as part of the microcosm of the museum. They see the community of the museum and also the community with which the museum engages. They return day in and day out to a place that becomes a safe place, a second home in a manner of speaking. Not only do museums provide an ideal place for learning but they also have the potential to create a vast community of museum advocates, people who will use and support museums for the duration of their life.

2: 未来博物馆会是轻松，有意义和令人愉悦的



皮特 高格斯，阿姆斯特丹国立博物馆，网络系统经理 / Peter Gorgels, Internet Manager, Rijksmuseum

With the huge and growing range of leisure activities on offer, museums face increasing competition. Busy people with and without kids can choose between spending a day out

at an amusement park, zoo, football match, cinema, out in the woods, on the dunes or at the seaside, or simply stay at home with their smartphone or game console for entertainment. No longer do museums stand for an experience that is intrinsically unique or significant.

At the same time, a very different trend is taking shape: a return to authenticity, to things that have real meaning and that might demand some extra effort but also offer a genuine experience that you can touch and feel. This trend opens up new opportunities for museums with their troves of unique and authentic objects.

"A trend is taking shape: a return to authenticity, to things that have real meaning and that might demand some extra effort but also offer a genuine experience. This trend opens up new opportunities for museums with their troves of unique and authentic objects" To flourish amidst these competing forces, the museum of the future must excel on several crucial fronts.

The museum of the future should be comfortable: Just as at modern stadiums, shops and cinemas, visitors expect museums to offer perfect service. They enjoy being pampered and expect all facilities – from e-ticketing to the cloakroom and restaurant – to be fast, efficient and flawless. All online and physical dimensions of their museum visit have to be seamlessly interwoven. Also important is the durability of the presentations. Stunning new architecture and interior designs made to look ultra-modern with all the latest technologies can often feel dated within just a few years.

The museum of the future should offer meaning: People today are increasingly seeking authentic experiences that give meaning to their lives. With their wealth of quintessentially authentic objects, museums are in an unparalleled position to offer such experiences. But no longer as authoritarian

institutions: modern museum visitors want to follow their own interests and form their own opinions. The museum of the future will therefore function more as a 'meaning platform' where users are inspired to chart their own course and to become, as it were, designers and artists themselves. The digital domain has a logical role to play in this development, of which the Rijksmuseum's Rijksstudio is a good example.

The museum of the future should delight: Visitors want to see fresh and modern exhibits in an open environment that also offers surprises. Artworks should be spotlighted in special ways to help them shine, juxtaposed with playful accents that bring a smile to visitors' faces. Highbrow and lowbrow displays can be alternated in a natural ebb and flow. People should not feel 'drained' by a visit to the museum, but delighted.

3: 未来博物馆将不再有实体建筑



博瓦尼 艾萨派斯，数字创新顾问 / Bhavani Esapathi, Digital Innovation Consultant

How is the museum going to look in the future? We'd be making a fundamental error

to consider the museum as an entity on its own without looking at the progressively changing digital landscape.

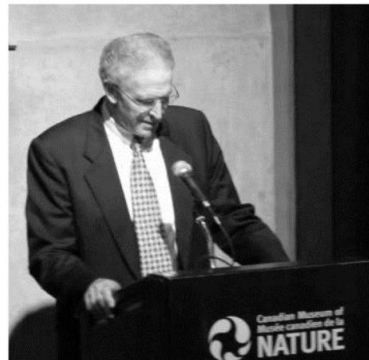
The emerging technologies have given rise to nuanced notions of space, identity and everyday mechanisms from ordering a taxi (Uber) to being a consumer. One is no longer just a consumer, we're simultaneously both consumers and by the very act of consuming, producers of new markets. Under such tightly woven yet ever-evolving creative communities, how will we accept and make space for museums and other such art ventures?

"Let's dedicate our time now to discovering in what way museums needs to be shaped to allow them to be included amidst the chaotic overload of things that continue to populate the digital landscape"

Our present digital landscape has already blurred the lines between public and private spaces, it would be safe to assume this trend will continue into the future. The museum as an institution will adapt to becoming highly personalised and the way we consume everything that a museum can offer will need to be packaged within the dynamics of such emerging markets.

Perhaps there is no single definition for the future museum but one that we carry in our pockets or watches. Which screen do we want to occupy is the big question? I'd want to be synonymous with the most dominant screen that has all the eyes & ears, is it going to remain to be our smartphones? Probably not. Let's dedicate our time now to discovering in what way or form museums needs to be shaped that not just promotes inclusivity rather, allows for the museum to be included amidst the chaotic overload of things that continue to populate the digital landscape.

4: 未来博物馆依旧会是基于事实的,并高度可信



马克 格雷厄姆, 加拿大自然博物馆研究总监 / **Mark Graham, Director of Research, Canadian Museum of Nature**

The future is full of tall challenges and that is not a new thing. Some of those are certain, and of the serious-decision-making-new-direction sort. We know this because we can count, and we know the human population is growing faster than we can accommodate. Every economic, environmental and social challenge can be traced in short order to our remarkable ability to reproduce and survive. Considering the road ahead, the museum of the future has important roles to play.

"The future museum will provide easy access to its trusted knowledge base, and to the stories to be told. Relevant, successful museums will find affordable, timely solutions for this access"

Museums are full of trusted evidence (collections) marking time and place that we use to tell stories to remind us of what has happened on Earth, and beyond. It reminds us of the way we live our lives (our cultures), and how millions of other species live their lives. More than ever, we will use that knowledge to be informed, and to nourish

our sense of being. The evidence will remind us of what we like and need most, and help us to plan for those things more and better. The collected knowledge will also remind us of the worst we are capable of. If we are wise and strong the knowledge will be used to guard against our failures.

The future museum will provide easy access to its trusted knowledge base, and to the stories to be told. Relevant, successful museums will find affordable, timely solutions for this access, made possible by adapting to ever-emerging technology; a continuing enslavement. Because of their authenticity and new-found accessibility, museums will be the enduring "-pedias".

5: 未来博物馆将会称为一个高福利和可持续发展的组织

托尼 巴特勒, 德比博物馆总监 / **Tony Butler, Director, Derby Museums**

How different will museums be in the future? On the surface not much. They will still be situated in large buildings, they will still have abundant collections and people will still desire to see and feel the real thing. I hope they will be as diverse as they are now.

The museums of the future that will really connect with their audiences will be the ones which place sustainability and well-being at their heart. They'll reflect the global challenges of climate change and the decline in living standards with which we are now becoming familiar. Museums should not just see themselves as places for learning or houses of collections but as civic connectors leading the re-imagining of a more liveable world.

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As more and more public space is privatised museums should realise their advantages as accessible places for encounters. They'll also be rallying points for the community, leading local campaigns, connecting up civic society groups, using their collections in a more activist way to illuminate local concerns. Alternatively they should realise their roles as places for sanctuary from commercial messages and reflection.

Being a high well-being, sustainable organisation isn't just about programming or collecting decisions. It is as much about institutional behaviour. Museums should be judged on what they are as well as what they do. Ask the following questions:

- Do you have people who play a true leadership role in local civil society?
- Do local people make decisions both about programming and governance?
- Do you actively lead campaigns in your locality based on clearly articulated values?
- Have you ever measured the museum's impact on the environment?
- Have you ever shared your assets with community groups and enterprises?
- Do you really know how emotionally engaged your users are? Are they happy or sad or are they just indifferent?

Embracing these challenges could lead to an invigorating transformation that places museums at the heart of an active public realm with significant benefits for society and museums alike.

6: 未来博物馆将会是民主的

兰 华生, 泰恩威尔档案馆和博物馆总监 / **Iain Watson, Director, Tyne & Wear Archives & Museums**



Over the next 5 - 10 years, I think, and hope, that the big change in museums will be a further shift in the balance of power between funders and investors, museum staff and volunteers and museum users.

The last 20 years have seen great strides in democratisation and co-production, with fantastic exhibitions and projects led by and initiated by user groups. In publicly funded museums we need to see more of a join up between consultation and engagement and the overall strategic direction of the organisation.

Current initiatives around impact assessments and public consultations on the expenditure of public money are often either very high level (for example Whole Council level), or very specific (for example at ward level). I am convinced that museums will develop new ways of bringing their users in, not just to plan an exhibition on the story of a particular locality. The permeability of museums and communities to each other will increase.

7: 未来博物馆会是充满想象力的

西莉亚 多明格斯, 东亚艺术博物馆教育及发展负责人 / **Celia Dominguez, Education and Development Officer, Museum of East Asian Art**

The future of museums is becoming a balancing act between surviving the devastating consequences of funding cuts and striving to make the best of the creative minds working in the sector. Over time, the image of museums has evolved throughout history. Two centuries ago, the French author and politician Alphonse de la Martine (1790 -1860) said that museums were "the cemeteries of the arts", you can find similar quotes by John Burroughs (1837 -1921) or J.D. Salinger when he writes in his infamous novel *The Catcher in the Rye* (1951) "...museum was that everything always stayed right where it was. Nobody'd move. ...Nobody'd be different. The only thing that would be different would be you." Contrary to these ideas of immobility associated to museums we can affirm that, no matter how hard the current situation is, museums are experiencing an exciting and vibrant moment. We proudly belong to one of the few sectors that does not completely stop because of the lack of funds since our capital also relies on so many other aspects such as collaborations, contributions, partnerships etc. The use of imagination in order to get as many visitors involved as possible in what is not now just a "place full of objects" but rather a total vital experience. Therefore it is not the "Big Society" but the passion, creativity and will power of all the professionals in the sector that is going to put the weight on the right side of the balance."

8: 未来博物馆反映当时当刻的社会情景

朱莉 欧博迈亚, 布拉福德和平博物馆, 策展人和经理 / **Julie Obermeyer, Curator and Manager, The Peace Museum**

I work for an independent museum that currently has little technology (display screens, computer interactive consoles, hand-held devices, etc) in its galleries. But increasingly I see museums embracing new technologies and opening up to the idea and practice of more democratically created exhibitions with museum audiences as co-creators. These changes have been taking place for some time and will continue apace into the foreseeable future but what will remain that will distinguish museums from theme parks and entertainment centres is the fact that museums have historically important collections and staff who have the expertise to make creative but informed use of the collections.

With the opening up of museum interpretation by more democratic practices museum interpretation will change quite significantly in the years ahead. Specifically, museums will be able to move further away from having a dominant narrative to multiple narratives which can dialogue with one another and with museum audiences both meaningfully and respectfully. This will in turn affect the content and themes which museums will want to cover and will effectively enable museums to approach subjects and themes which hitherto may have appeared too problematic or controversial for them to want to tackle. This will in turn provide museums with more confidence to respond to and reflect on more contemporary topics, almost in real-time. Contemporary collecting will become more important, too, as museums rise to the challenge of being more responsive to the unfolding of recent events.

9: 未来博物馆会围绕特定话题, 有非常强的针对性



保罗 洛儿, 弗农系统联合首席执行官 / **Paul Rowe, Joint CEO, Vernon Systems**
(<http://vernonsystems.com/>)

Every museum needs to develop a clear area of expertise. This shapes their collecting policy and gives a focal point for the public. In their area of expertise they need to be trusted, sharing and engaging. Museums that don't have a strong focus will struggle to find the resources to manage their collections and will find it difficult to build an audience for their content. The world is changing - people look for sources they can trust when they need information, but they are increasingly expecting to be able to re-use that information in different ways, and to be able to discuss the information with the provider and a wider audience.

Museums of the future will engage with their visitors in the museum, with the physical spaces outside of the museum and with virtual audiences they build around specific subjects. Conversations between museums and the public help fill the gaps in our stories. Without these conversations museums risk the audience moving on to a new venue.

10: 未来博物馆会为我们呈现出自然令人信服的未来



沙柔 艾门特, 伦敦自然历史博物馆, 公众参与负责人 / **Sharon Ament, Director Public Engagement, The Natural History Museum**

In a world which necessitates the navigation of scientific issues for people to live their daily lives and one which has rapidly changing natural resources the future for natural history museums is compelling. As the repository of the world's natural heritage the collective contribution that the international network of natural history museums can make to some of the most pressing scientific issues of the day is profound.

We in London alone have more than 70 million specimens and in European museums it numbers more than 500 million. Each collection has its strengths, built up over hundreds of years, drawn from

particular geographies and with particular specialisms. Internationally this represents a rich picture of the world's natural diversity over time and place; a resource which is drawn on by thousands of scientists each year. The future challenge is to consider it collectively as a shared global resource. To meet this challenge we will need to have stronger collaborations within the museum sector and beyond with universities, government agencies, libraries, digital enterprises and business.

Natural history museums are at the centre of public discourse. With the environment high on the agenda I can think of no other part of the museum sector that has the potential to engage at the highest political level and with such potency at the personal level. Looking to the future we will need to tread a careful path, as trusted institutions we must continue to guard public confidence in our objectivity, whilst putting forward strong views on evolution, climate change and biodiversity loss.

Moreover, simply by inhabiting the spaces we do in cities and towns, natural history museums will become even more significant, in the urban lives of the majority of the world's population where perhaps we are the only connection with the natural environment for people who will never venture into or feel comfortable in the countryside.

Due to our roots to the past our contribution to the future is likely to have a greater impact than many of us can currently imagine.